



# Huntsville Police Department



**STRATEGIC PLAN 2022-2024**

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# A MESSAGE FROM THE CHIEF

It is an honor and a privilege to serve as your Police Chief. I believe that Huntsville is the greatest place in the country to live, work, play and raise a family. As a modern and forward-thinking police department, we are committed to ensuring Huntsville remains “The Star of Alabama.”

For the past 25 years, HPD has been nationally accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA). Our mission is to serve and protect the citizens and visitors of Huntsville with high-quality professional police services. To help us accomplish that mission, we continually update our three-year strategic plan to improve our level of performance and efficiency. The plan addresses future challenges and provides guidelines to follow and monitor our own growth. As our community expands and changes, we too want to grow and progress to meet its needs.



For any strategic plan to be effective, it must be adaptable. We will continuously monitor our progress over the next three years through quarterly reviews and annual departmental reports. By developing and following a strategic plan, we hold true to the values that have shaped our department: professionalism, integrity, courage, knowledge, compassion and accountability.

I would like to thank the officers, employees and volunteers of the Huntsville Police Department for their hard work and dedication to public service. I am also thankful for all the community watch groups, neighborhood associations, Huntsville Police Citizens Advisory Council, civic organizations, police chaplains, local businesses, City of Huntsville employees and citizens. Your support and involvement have made Huntsville the greatest city in the country. The HPD Command Staff was especially instrumental in developing this comprehensive plan and will play an even bigger role in the coming years in carrying out our mission.

Last but not least, I would like to thank Mayor Tommy Battle, City Administrator John Hamilton as well as members of the City Council and other City departments for their continued support and “Big Picture” vision. We are eager to work with and build an even stronger bond with the community as we implement our new strategic plan. We look forward to the next few years as we work to accomplish these goals and develop new ones.

A handwritten signature in black ink that reads "Mark McMurray".

Mark McMurray

Chief of Police



# EXECUTIVE SUMMARY

## Huntsville Police Department Personnel Levels

As of Oct. 1, 2021, the Huntsville Police Department consisted of 793 authorized positions. There are 461 sworn officers with 66 vacancies, totaling 527 sworn positions. For non-sworn personnel, we have 195 support and civilian personnel with 71 vacant positions for a total of 266 authorized non-sworn positions.

With the rapid growth of Huntsville and increasing requests of calls for service, it is essential to staff HPD personnel at full-authorized strength. This past year, we added more than 30 authorized positions throughout the department. Huntsville's economic climate is the primary factor in increasing budgetary funding and personnel contributes to the primary budget cost.

## Anticipated Capital Improvement and Equipment

For the police department to meet the demands of the largest city in Alabama, Huntsville must make essential capital improvements and continue to purchase modern equipment and technology. The result of this investment will be a more efficient organization, which consistently provides exceptional, timely service to Huntsville. This service will also equate to a lower crime rate and a higher quality of life for citizens, promoting both economic and employment growth.

Immediate capital investment needs include the Phase II build out of the new HPD/FBI weapons training range, a new West Precinct facility moved farther west and a new City Center Precinct. HPD also needs fully equipped vehicles for current and future personnel, new hardware and software technology (e.g., computers, cameras, data storage, records management system, etc.), continued investments in the North Alabama Multi-Agency Crime Center (NAMACC) and additional personnel to manage emerging technologies.

Future projects include a larger impound lot, an indoor vehicle storage facility, a modern Crime Scene Investigations (CSI) building and a Criminal Investigations Division (CID) building combining NAMACC, CID investigators, and state and federal task force partnerships.

## Projected Workload & Population Trends

Huntsville currently covers more than 215 square miles, making it one of the top mid-sized cities in the nation and the most populated in Alabama. Huntsville is primarily in Madison County; however, the City has annexed properties in both Limestone and Morgan counties. These annexations bring increased challenges in both patrolling and prosecuting crimes. The fastest growth areas of Huntsville for the past year have been north of U.S. Highway 72 and Zierdt Road, which are both on the west side of Huntsville, as well as the Hampton Cove/Big Cove area on the east side of Huntsville. We anticipate these areas will remain high-growth areas through at least 2025.

This past year, as of July 1, 2021, Huntsville experienced a population growth of 2.6%, economic growth of 4% and employment growth of 3.75%. Redstone Arsenal employment is growing rapidly and is now ranked sixth in the country based on federal dollars spent at military installations. Cummings Research Park has a 93% occupancy rate and is currently the second largest research park area in the country.



The Huntsville Police Department's workforce is growing and changing the methodology of crime suppression and criminal investigations. This will continue to evolve as we increase our capital investments and operate two police academies per year. Data-driven police strategies will enhance our current policing methods as we embrace real-time crime centers with modern technologies. This will predictively place patrol officers where they are needed instead of reacting to crimes after they take place. The Huntsville Police Department is strengthening partnerships with all federal law enforcement agencies and prosecutors to improve our investigative skills and utilize federal prosecution, laws and sentencing guidelines targeted for violent criminals.

The following Strategic Plan is intended to accomplish both long-term and short-term goals through concentrated efforts divided into four priorities; operations, investigations, administration and professional standards and training.



## Mission

The Huntsville Police Department serves our community by protecting life, liberty and property. We defend the constitutional rights of all people with compassion, fairness, integrity, and professionalism.

## Vision

The Huntsville Police Department provides the highest quality police services to our citizens and partners with our community to identify and resolve problems. We will evaluate and improve our efforts to enhance public safety and improve the quality of life for all people in Huntsville. We fulfill this vision by being efficient and firm in our pursuit of justice, tempered with empathy, compassion, and a conscientious respect for the diverse community we serve. We execute our duties in an impartial, ethical, and professional manner. We never stray from our values.

## Values

### **PROFESSIONALISM:**

We strive for excellence in our dedication to duty and our quality of service by adhering to the highest standards of the police profession.

### **INTEGRITY:**

We exhibit honesty and character through ethical conduct and moral behavior in our personal and professional lives.

### **COURAGE:**

We pursue the mental, physical, and moral strength to resist opposition, withstand danger, fear, and adversity in the performance of our duty.

### **KNOWLEDGE:**

We seek truth, awareness, and understanding through education, experience, and training.

### **COMPASSION:**

We treat every person with respect and we demonstrate an empathetic understanding in our efforts to serve them.

### **ACCOUNTABILITY:**

We hold ourselves accountable for our performance and conduct; individually, to each other, our Department, our Government, and our Community.



# Pillars for Community Success

ADMINISTRATION   OPERATIONS   INVESTIGATIONS   STANDARDS & TRAINING

## OUR COMMUNITY

*Vibrant and Safe*

ENHANCED PUBLIC SAFETY THROUGH TRUSTED RELATIONSHIPS

ADMINISTRATION	OPERATIONS		INVESTIGATIONS	STANDARDS AND TRAINING
Information Technology Services	Enhance Crime Fighting Strategies	CRIME SUPPRESSION/ PREVENTION	Enhance Investigative Strategies Through Collaboration, Technology, & Analytics	Firing Range Expansion
Software & Hardware Procurement / Management	Expand Community Based Policing		Fully Staff Growing Departments	Employee Wellness
Records Management System Implementation	Community Relations Officers	STAFFING & FACILITIES	Build Facilities To Support Growing Mission: Crime Scene Lab Evidence Space Vehicle Warehouse	Enhance Recruitment Strategies
Equipment Procurement & Sustainment & Modernization	School Resource Officers	EQUIPMENT & TECHNOLOGY	Expand Guardian Network	Upgrade Training Software
Fleet Procurement, Upgrades, & Sustainment	New West Precinct		Develop / Execute Formal Training Plans For Each Department	Professional Development
	New City Center Precinct	TRAINING & EDUCATION		Crisis Intervention Team
	Professional Development Opportunities			Citizens Advisory Council
				Rangers
				Internal Affairs

*Professionalism – Integrity – Courage – Knowledge – Compassion – Accountability*

## HIGHLY TRAINED EMPLOYEES

*Our #1 Asset*

# HPD Strategic Goals by Functional Area

FUNCTIONAL AREA 1	
CRIME SUPPRESSION AND PREVENTION	
<p>Promote effective crime reduction to improve the quality of life and safety of our community and visitors.</p> <p>Reducing the frequency of crime is a top priority and our principal role in public safety. In addition to applying effective enforcement and prevention strategies, the Huntsville Police Department will promote public safety through comprehensive evaluation of real-time data, proactive educational opportunities, aggressive enforcement strategies and community involvement. We recognize that we must continue to foster relationships with other City departments and area law enforcement agencies to address crime both now and in the future.</p>	
HPD GOAL 1.1	REDUCE CRIME BY EMPLOYING BEST PRACTICE CRIME FIGHTING STRATEGIES
HPD GOAL 1.2	IMPROVE INVESTIGATIVE PROCESSES THROUGH COLLABORATION, ANALYTICS AND TECHNOLOGY
HPD GOAL 1.3	SUSTAIN "SUCCESSFUL" CRASH REDUCTION PROGRAM
HPD GOAL 1.4	EXPAND COMMUNITY-BASED POLICING STRATEGIES
HPD GOAL 1.5	EXPAND COMMUNITY RELATIONS OFFICER PROGRAM
HPD GOAL 1.6	BUILD COMMUNITY TRUST AND POSITIVE PUBLIC IMAGE THROUGH PUBLIC INFORMATION OFFICER
HPD GOAL 1.7	ENSURE DEPARTMENT TO COMMUNITY TRANSPARENCY THROUGH HUNTSVILLE POLICE CITIZENS ADVISORY COUNCIL
HPD GOAL 1.8	EXPAND IMPACT OF CRISIS INTERVENTION TEAM (CIT)
HPD GOAL 1.9	GROW RANGER PROGRAM
HPD GOAL 1.10	EXTEND SCHOOL RESOURCE OFFICER REACH
HPD GOAL 1.11	MAINTAIN CALEA CERTIFICATION / STANDARDS
FUNCTIONAL AREA 2	
STAFFING & FACILITIES	
<p>The Huntsville Police Department maintains a highly trained, professional and motivated workforce to serve our community.</p> <p>The quality of service delivered by the Huntsville Police Department is directly related to the talent, attitude and commitment of its employees. We strive to attract and retain intelligent, caring and committed professionals dedicated to serving and protecting quality of life in Huntsville. In the future, we must continue to grow and improve police facilities to keep pace with the needs of the community.</p>	
HPD GOAL 2.1	INCREASE RECRUITMENT THROUGH BEST PRACTICE RECRUITMENT STRATEGIES
HPD GOAL 2.2	COMPLETE BUILDOUT OF TRAINING ACADEMY
HPD GOAL 2.3	ENSURE MULIT-USE RANGE FACILTIY IS FULLY UTILIZED
HPD GOAL 2.4	ADD / BUILD NEW WEST PRECINCT
HPD GOAL 2.5	ADD / BUILD NEW CITY CENTER 4th PRECINCT
HPD GOAL 2.6	FULLY RESOURCE NEW BUREAUS



<b>HPD GOAL 2.7</b>	BUILD NEW / MODERNIZED CRIME SCENE INVESTIGATIONS FACILITY
<b>HPD GOAL 2.8</b>	BUILD NEW STORAGE WAREHOUSE FOR EVIDENCE EXPANSION TO INCLUDE SECURE VEHICLE AREA
<b>HPD GOAL 2.9</b>	DEVELOP PLAN FOR JOINT CRIME CENTER (NAMACC, CID, LEA PARTNERS)
<b>HPD GOAL 2.10</b>	INCREASE NUMBER OF GRANTS APPLIED FOR / ANNUAL GRANT REVENUE
<b>HPD GOAL 2.11</b>	CONTINUOUSLY IMPROVE OVERALL EMPLOYEE WELLNESS
<b>HPD GOAL 2.12</b>	FULLY RESOURCE ADMINISTRATION BUREAU

### FUNCTIONAL AREA 3

## EQUIPMENT & TECHNOLOGY

Research and deploy new technology and build improved facilities to deliver efficient and effective police services to the community.

Advances in technology can enhance the safety of our citizens and officers. It also furthers our efforts to improve accountability and transparency. Along with updating our technology, it is necessary to plan for the growth of our facilities. Aging facilities and outdated equipment and technology can hamper the Department's ability to protect the community to the best of its ability.

<b>HPD GOAL 3.1</b>	PROVIDE EFFICIENT AND RESPONSIVE INFORMATION TECHNOLOGY SERVICES (ITS) FOR HPD
<b>HPD GOAL 3.2</b>	PROCURE AND SUSTAIN FLEET VEHICLES TO SUPPORT GROWING ORGANIZATION
<b>HPD GOAL 3.3</b>	PROCURE AND SUSTAIN EQUIPMENT TO FURTHER MODERNIZE DEPARTMENT
<b>HPD GOAL 3.4</b>	CREATE AND LEAD RESEARCH AND DEVELOPMENT COMMITTEE
<b>HPD GOAL 3.5</b>	SUSTAIN LETHAL AND NON-LETHAL WEAPONS MODERNIZATION PROGRAM

### FUNCTIONAL AREA 4

## TRAINING AND EDUCATION

The Huntsville Police Department provides the very best professional training to equip our employees with the knowledge, skills and tools required to provide superior service to our community.

The Huntsville Police Department provides training to enhance the abilities of all officers, increase the effectiveness of each position, and improve the perception of the agency's ability to accomplish any stated mission.

<b>HPD GOAL 4.1</b>	EXPAND COLLABORATIVE TRAINING AND USE OF SPECIALIZED ADVISORS AND PRESENTERS
<b>HPD GOAL 4.2</b>	CONTINUOUSLY IMPROVE AND UPDATE EDUCATION AND STAFF DEVELOPMENT
<b>HPD GOAL 4.3</b>	INCREASE PROFESSIONAL DEVELOPMENT OPPORTUNITIES
<b>HPD GOAL 4.4</b>	CONTINUOUSLY ENHANCE WEAPONS PROFICIENCY
<b>HPD GOAL 4.5</b>	DEVELOP AND IMPLEMENT BUREAU SPECIFIC TRAINING PLANS AS APPROPRIATE



# EXECUTIVE OFFICER

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The Executive Officer (XO) of the Huntsville Police Department supports the Police Chief in the general management of the organization by planning, coordinating and evaluating the overall operation of the Huntsville Police Department; performing administrative assignments and analytical projects for the Chief; developing and advising strategic, fiscal and capital improvement plans; and offering input on ongoing and emergent issues and developing strategies for effective resolution and implementation.

Through collaboration and consultation with the Chief and Deputy Chiefs, the XO assists in establishing the department's priorities, goals and objectives and coordinates implementation of on-going projects, plans and strategies; ensures goals are on track; and supports the mission and vision of the department.

The XO also serves as a liaison with key public and elected officials, including the Mayor and the City Council; ensures public officials of other departments and agencies are aware of key departmental activities and that Huntsville Police is responsive to their concerns and issues; and attends and represents the Chief at meetings as assigned.

Deputy Chief Kirk Giles has more than 45 years of law enforcement experience, all within the Huntsville Police Department. Deputy Chief Giles has previously served as Deputy Chief over the Operations and Administrative bureaus.





# EXECUTIVE OFFICER GOALS AND OBJECTIVES

## GOAL 1.1 REDUCE CRIME BY EMPLOYING BEST-PRACTICE CRIME-FIGHTING STRATEGIES

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.1.3	Continue to increase the authorized number of officers meeting the demands of calls for service in order to provide efficient, quick and reliable service to citizens. (See functional area 2 - New Precincts)	XO	Deputy Chiefs /Chief

## GOAL 1.4 EXPAND COMMUNITY BASED POLICING STRATEGIES

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.4.2	Grow partnerships through community watch, civic associations and local businesses by expanding the community relations program concepts and police participation.	XO	PIO/CRO/HPCAC/ Crime Stoppers
1.4.7	Promote and publicize the department's goals, values, core beliefs and mission statement.	XO	PIO
1.4.10	Use social media to invite citizens to participate in the "Ride-Along" program and other HPD-sponsored interactive programs such as "Why Police Do What They Do" and "CRASE."	XO	CRO/PIO
1.4.12	Collaborate with diverse stakeholders to support educational initiatives that foster positive communication and interaction between the community and law enforcement.	XO	CRO/PIO/Chief/HP CAC
1.4.13	Reinforce with employees the importance of their interactions with the community and community perceptions.	XO	Command Staff

## GOAL 1.5 EXPAND COMMUNITY RELATIONS OFFICER PROGRAM

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.5.1	Work closely with the Public Information Officer (PIO) and local media to promote crime prevention programs and strategies.	XO	Precinct Captains/CRO
1.5.4	Increase community engagement to build better trust between the police and the community.	XO	PIO/CRO/HPCAC
1.5.10	Maintain interdepartmental relationships to enhance city services.	XO	PIO/CRO

### GOAL 1.6 BUILD COMMUNITY TRUST AND POSITIVE PUBLIC IMAGE THROUGH PUBLIC INFORMATION OFFICER

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.6.1	Provide professional and timely attention and service to the public through the media.	XO	PIO
1.6.2	Enhance dissemination of information using social media (Facebook, CivicReady and Twitter).	XO	PIO/CRO
1.6.3	Enhance social networking to provide reporting on quality-of-life issues.	XO	PIO
1.6.4	Expand availability of a police spokesperson at night, on weekends and during all crisis situations.	XO	Field Lieutenants/PIO
1.6.5	Improve communications and relations with local media by preparing and distributing news releases and staging news conferences to better inform the public.	XO	PIO
1.6.6	Coordinate and streamline information pertaining to ongoing cases, agency investigations, police operations and special events.	XO	PIO
1.6.7	Improve community interaction through Huntsville Police Citizens Advisory Council (HPCAC) functions and meetings.	XO	PIO/IA

### GOAL 1.7 ENSURE DEPARTMENT TO COMMUNITY TRANSPARENCY THROUGH HUNTSVILLE POLICE CITIZENS ADVISORY COUNCIL (HPCAC)

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.7.2	Assess agency objectives, problems, and successes.	XO	Chief/IA/HPCAC
1.7.3	Help develop agency programs and policies.	XO	Chief/IA/HPCAC
1.7.4	Identify actions, philosophies, behaviors and practices that contribute to community tensions, grievances and complaints.	XO	Chief/IA/HPCAC

### GOAL 2.10 INCREASE NUMBER OF GRANT APPLICATIONS / ANNUAL GRANT REVENUE

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
2.10.1	Conduct a comprehensive study of Police Department needs and grant availability.	XO	Chief's Staff
2.10.2	Establish timelines to meet grant application deadlines and then apply for the needed grants.	XO	Chief's Staff
2.10.3	Evaluate previous processes and research best practices from other police agencies.	XO	Chief's Staff
2.10.4	Pursue alternative funding for specialized equipment and technology through grant monies.	XO	Chief's Staff



**GOAL 2.11 CONTINUOUSLY IMPROVE OVERALL EMPLOYEE WELLNESS**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
2.11.4	Continue to promote the City Wellness Program for all employees to include mental health and EAP benefits.	XO	Command Staff
2.11.5	Promote relationships with Public Safety Chaplaincy Board and local faith organizations.	XO	Chaplain
2.11.6	Maintain confidentiality in counseling / peer support.	XO	Chaplain
2.11.7	Continue to recruit additional chaplains from any faith and encourage participation.	XO	Chaplain
2.11.8	Promote the availability of the chaplain program to officers.	XO	Chaplain
2.11.9	Integrate chaplains into peer-to-peer support program.	XO	Chaplain

**GOAL 4.1 EXPAND COLLOBORATIVE TRAINING AND USE OF SPECIALIZED ADVISORS AND PRESENTERS**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
4.1.6	Mentor and nominate supervisors to attend the FBI National Academy.	XO	Chief
4.1.7	Fully assess training staff workload and adjust staffing levels as appropriate.	ST/XO	Academy

**GOAL 4.2 CONTINUOUSLY IMPROVE AND UPDATE EDUCATION AND STAFF DEVELOPMENT**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
4.2.14	Continue to have supervisors attend additional leadership courses such as SLEDs, LEEDA and NTOA. Also participate in local leadership programs within the area to build public relations.	XO	Command Staff

**GOAL 4.3 INCREASE PROFESSIONAL DEVELOPMENT OPPORTUNITIES**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
4.3.5	Continue to promote educational assistance or incentives and grant programs through the city and local colleges and universities.	XO	Academy/Chief
4.3.7	Evaluate a return to the tuition assistance program or give an educational incentive pay to employees with college education.	XO - 4.3.5	Chief's Staff



# ADMINISTRATIVE BUREAU

The Administrative Bureau of the Huntsville Police Department is under the command of Deputy Chief Scott Hudson. Deputy Chief Hudson has over 27 years of law enforcement experience. The Administrative Bureau consists of all support personnel within the police department, which aids and assists other bureaus.

The Administrative Bureau consists of civilian personnel and is divided into seven divisions, including Communications, Records, Identification, Evidence and Property, Alarm Management, Fleet and Information Technology. The Communications, Records and Identification Divisions are staffed 24 hours a day. The Alarm Management, Records and Property Divisions are open to the public during daytime hours Monday through Friday, excluding holidays and weekends.



The main purpose of the Administrative Bureau is to provide support and service to the Operation and Investigative bureaus of the Huntsville Police Department, along with providing additional services to the community.

# ADMINISTRATIVE BUREAU GOALS AND OBJECTIVES

## GOAL 2.12 FULLY RESOURCE ADMINISTRATION BUREAU

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
2.12.1	Fill vacant Administrative Bureau slots (dispatch).	A	Administrative Division
2.12.2	Develop retention plan for bureau.	A	Administrative Division

## GOAL 3.1 PROVIDE EFFICIENT AND RESPONSIVE INFORMATION TECHNOLOGY SERVICES (ITS) FOR HPD

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
3.1.1	Update and improve HPD's equipment and back-end hardware / software (supporting those systems) to operate more efficiently and effectively.	A	Administrative Division
3.1.3	Replace the obsolete ILEADS software with a new records management system (RMS).	A	Administrative Division
3.1.4	Develop software / hardware procurement plan for the next three years.	A/I	Administrative Division
3.1.5	Implement RMS and Command Aware components to greatly improve the utilization of resources to identify problem areas to reduce crime and manage resources.	A	Administrative Division

## GOAL 3.2 PROCURE AND SUSTAIN FLEET VEHICLES TO SUPPORT GROWING ORGANIZATION

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
3.2.1	Develop and implement department wide fleet replacement plan.	A/I	Administrative Division



**GOAL 3.3 PROCURE AND SUSTAIN EQUIPMENT TO MODERNIZE DEPARTMENT**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
<b>3.3.1</b>	Develop and implement equipment modernization plan to include procurement and sustainment.	A	Administrative Division

**GOAL 3.4 CREATE AND LEAD RESEARCH AND DEVELOPMENT COMMITTEE**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
<b>3.4.1</b>	Recruit appropriate team members.	A	Administrative Division
<b>3.4.2</b>	Lead team in development of research and development plan.	A	Administrative Division
<b>3.4.3</b>	Execute research and development plan.	A	Administrative Division



# OPERATIONS BUREAU

The Operations Bureau of the Huntsville Police Department is under the command of Deputy Chief Charles Brooks. Deputy Chief Brooks has over 24 years of law enforcement experience. The Operations Bureau is responsible for the daily response to calls for service and engages in proactive enforcement of municipal and state laws. Operations Bureau personnel are the first responders who immediately come to your aid when you dial 911.



The officers of this division respond to a wide variety of calls for service and are driven to provide the best professional service possible to those living in the community. The Operations Bureau is divided into three precincts, a Special Operations Division and a Community Relations Officer Unit. The three precincts consist of North, South and West districts. Combined, the precincts cover more than 215 square miles. Uniformed patrol officers staff each precinct and provide around-the-clock service to the City of Huntsville.

The Special Operations Division consists of officers who have additional specialized training. The Special Operations Division consists of Special Weapons and Tactics (SWAT), K-9, Arson/Bomb Unit, Incident Response Team (IRT), Crisis Negotiations Response Team (CNRT), Traffic Services Units 1 and 2, DUI Taskforce, School Resource Officers, Bike Unit, Honor Guard and Public Safety Aides. The Specialized Operations Division consists of five (5) full-time and seven (7) part-time units.

Community policing is the core philosophy of the Huntsville Police Department, and the Community Relations Unit spearheads the department's efforts as it pertains to building public trust. The Huntsville Police Department believes in fostering positive relationships with the community. This value system is encouraged at all levels within the organization. Community Relations Officers are trained in techniques of de-escalation, crisis intervention and public relations. Furthermore, they work closely with advocacy organizations to assist in addressing homeless issues. People are Huntsville's greatest commodity, and the Huntsville Police Department is committed to improving the quality of life for those living in our community.

# OPERATIONS BUREAU

## GOALS AND OBJECTIVES

### GOAL 1.1 REDUCE CRIME BY EMPLOYING BEST PRACTICE CRIME FIGHTING STRATEGIES

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.1.1	Improve public safety by reducing crime.	O	CID Captain/Precinct Captains
1.1.2	Maintain partnerships with other federal, state and local agencies to develop and implement effective crime prevention and reduction strategies.	O/I	CID Captain/Precinct Captains
1.1.5	Develop proactive patrol techniques to detect criminal or safety issues within neighborhoods.	O	Precinct Captains
1.1.7	Use the RMS to institutionalize a system of accountability for personnel within the organization charged with developing, managing, and carrying out crime-fighting efforts.	O	Precinct Captains
1.1.8	Have each precinct utilize the recurrent crime statistics / intelligence meetings to place an emphasis on productivity and to evaluate the effectiveness of the strategies and tactics contained in their operational plans.	O	Precinct Captains
1.1.9	Identify narcotic trafficking patterns and develop strategies to combat drug-infested areas.	I/O	Investigations Bureau Team
1.1.10	Improve response time on emergency calls through supervision and use of resources.	O	Precinct Captains
1.1.11	Develop an efficient way for commanders to receive reports of response time to CFS, or a tutorial on how this data is retrieved.	O	CID Captain

### GOAL 1.3 SUSTAIN "SUCCESSFUL" CRASH REDUCTION PROGRAM

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.3.1	Decrease the number of traffic crashes that result in death, serious injury, and/or property damage by 2% each year.	O	SOD/Precinct Captains
1.3.2	Produce, analyze and provide regular updates on the hot spot crash data to aid in adjustment or deployment of resources throughout the year.	I/O	SOD/Precinct Captains
1.3.3	Participate in department-wide and precinct-wide traffic enforcement efforts to promote overall traffic safety and crime reduction.	O	SOD/Precinct Captains
1.3.4	Aggressively enforce speed limits in all active school zones with zero tolerance for violators.	O	SOD/Precinct Captains



<b>1.3.5</b>	Identify high-crash locations through crash reduction analysis and engage in specific engineering, educational, and enforcement initiatives at those locations.	O	SOD
<b>1.3.6</b>	Participate in all statewide enforcement programs such as “Click It or Ticket,” “Over the Limit, Under Arrest,” “Buzzed Driving is Drunk Driving,” and bicycle and pedestrian programs as well as department-sponsored enforcement initiatives like DUI checkpoints and saturation patrols.	O	SOD
<b>1.3.7</b>	Educate citizens by deploying speed trailers and public information announcements to help raise community awareness in problem traffic areas.	O	SOD/Precinct Captains/
<b>1.3.8</b>	Train Public Safety Aides to monitor and safely facilitate pedestrian and vehicular traffic in our local school zones.	O	SOD
<b>1.3.9</b>	Continue to improve the Funeral Escort Program provided to citizens by guaranteeing 100% service to any citizen requesting the escort with a paid fee as defined by the current part-time job program.	O	SOD
<b>GOAL 1.4 EXPAND COMMUNITY BASED POLICING STRATEGIES</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>1.4.4</b>	Continue to certify / annually recertify properties through the “Blue Star Crime Free Multi-Housing Program” that works with all apartment communities to create a crime-free living environment.	O	CRO/Precinct Captains/PIO
<b>1.4.5</b>	Expand our partnership with the community by teaching more classes on ways to reduce the chance of becoming a victim.	O	CRO/Precinct Captains
<b>1.4.8</b>	Support ongoing community events such as National Night Out, the Christmas Parade, Halloween at the precincts and others. Encourage HPD participation to increase interaction and trust.	O	CRO/ Precinct Captains
<b>1.4.9</b>	Reduce crime and vulnerability of the homeless and mentally ill by enhancing resources, proactive interventions and environmental improvements.	O	CRO
<b>1.4.11</b>	Educate property owners on the posting of physical warning signs such as “No Parking” and “No Trespassing” and then how to enforce these.	O	CRO
<b>1.4.14</b>	Promote a list of community events and encourage employees of all ranks to attend and interact with citizens.	O	CRO/PIO
<b>1.4.15</b>	Increase the use of bike patrols in and around the downtown area with a focus on customer service training for these officers.	O	SOD

<b>GOAL 1.5 EXPAND COMMUNITY RELATIONS OFFICER PROGRAM</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>1.5.2</b>	Conduct a study to determine if officer positions such as Community Relations Officers (CROs) can be filled by civilian employees under police supervision. This type of program may increase citizen involvement and ownership while allowing officers to return to calls for service.	O	CRO
<b>1.5.3</b>	Continue involvement and support of the annual Community Awareness for Youth (CAFY) event and monthly student awards.	O	CRO/SRO
<b>1.5.6</b>	Coordinate site security assessments for businesses with Crime Prevention through Environmental Design (CPTED).	O	CRO
<b>1.5.7</b>	Continue to use code enforcement initiatives to mitigate environmental causes of crime and disorder.	O	CRO
<b>1.5.8</b>	Incentivize CRO program by recognizing work with neighborhoods and businesses through social media success stories.	O	PIO/CRO
<b>GOAL 1.8 EXPAND IMPACT OF CRISIS INTERVENTION TEAM (CIT)</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>1.8.2</b>	Establish a 911 triage.	O	CRO/Deputy Chief
<b>GOAL 1.10. EXTEND SCHOOL RESOURCE OFFICER REACH</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>1.10.1</b>	Enhance relationships within the Huntsville City School System.	O	SRO
<b>1.10.2</b>	Work to provide a diversified selection of School Resource Officers (SROs).	O	
<b>1.10.3</b>	Encourage SROs to serve as problem solvers, youth advocates, mentors, community liaisons, counselors, classroom instructors, and role models.	O	SRO
<b>1.10.4</b>	Develop teaching curriculum for students on citizenship and law enforcement related topics of interest.	O	SRO
<b>GOAL 2.4 ADD / BUILD NEW WEST PRECINCT</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>2.4.1</b>	Complete feasibility study to determine the best site for relocation of West Precinct.	O/XO	Deputy Chief
<b>2.4.2</b>	Begin architectural planning for relocated West Precinct in 2022, or determine if a suitable facility already exists.	O/XO	Deputy Chief

<b>GOAL 2.5 ADD / BUILD NEW CITY CENTER FOURTH PRECINCT</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>2.5.1</b>	Complete a calls-for-service and geographic study for location of fourth City Center Precinct in 2022.	O/XO/A	Deputy Chief
<b>2.5.2</b>	Redraw district lines to allow for fourth precinct.	O/XO/A	Deputy Chief
<b>2.5.3</b>	Finalize the site and name of the fourth precinct building.	O/XO/A	Deputy Chief
<b>2.5.4</b>	Promote captains and supervisors to staff new precinct.	O/XO	Deputy Chief
<b>GOAL 4.2 CONTINUOUSLY IMPROVE AND UPDATE EDUCATION AND STAFF DEVELOPMENT</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>4.2.12</b>	When possible, assist officers with flexible staffing (split off days) to facilitate continuing education.	O	Command Staff
<b>GOAL 4.3 INCREASE PROFESSIONAL DEVELOPMENT OPPORTUNITIES</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>4.3.1</b>	Use TDY assignments to better orient and train personnel prior to full assignments.	O	Command Staff
<b>4.3.2</b>	Create a volunteer rotation (TDY) of patrol officers through CID and other specialized units.	O/I	Command Staff
<b>4.3.3</b>	Match investigators with officers for improvement of working knowledge of investigation principles.	O/I	Command Staff



# INVESTIGATIONS BUREAU

The Investigations Bureau is under the command of Deputy Chief DeWayne McCarver. Deputy Chief McCarver has more than 26 years of law enforcement experience. The Investigations Bureau is responsible for all investigative, intelligence gathering and crime analysis functions within the Huntsville Police Department. The Bureau consists of the Criminal Investigations Division, the North Alabama Multi-Agency Crime Center (NAMACC), and all federal task force officers. Its responsibility is to ensure all crimes are thoroughly investigated with effective collaboration between investigators, task force members and analysts.



The Criminal Investigations Division consists of eight units which include General Investigations, Financial Crimes, Major Crimes, Property Crimes, Special Victims, Violent Crimes, Traffic Homicide and Crime Scene. The North Alabama Drug Task Force and Anti-Crime Team are also under the command of the Criminal Investigations Division.

The North Alabama Multi-Agency Crime Center consists of both sworn and civilian analysts from varying agencies who are responsible for threat assessment, cellular forensics, digital imaging, video recovery and the unmanned aerial vehicle unit. Their goal is to provide support and facilitate collaboration for officers and investigators in North Alabama. NAMACC also provides real-time support during emergency operations within its area of responsibility.

The Huntsville Police Department participates in numerous collaborative roles with federal law enforcement partners to include the Joint Terrorism Task Force, the Gulf Coast Fugitive Task Force, the Safe Streets Task Force, and the Tennessee Valley Regional Computer Forensics Lab. The officers assigned to these collaborative units report to the Investigations Bureau to ensure the most effective collaboration occurs between the agencies.



# INVESTIGATIONS BUREAU

## GOALS AND OBJECTIVES

### GOAL 1.1 REDUCE CRIME BY EMPLOYING BEST PRACTICE CRIME FIGHTING STRATEGIES

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.1.2	Continue to maintain partnerships with other federal, state and local agencies to develop and implement effective crime prevention and reduction strategies.	I/O	CID Captain/Precinct Captains
1.1.6	Hold command-level crime statistics / intelligence meetings at the precincts at regular intervals to evaluate whether the actions that are taken to prevent and reduce crime throughout the city are the most effective.	I/O	Investigations Bureau Team
1.1.9	Identify narcotic trafficking patterns and strategies to combat drug-infested areas.	I/O	Investigations Bureau Team

### GOAL 1.2 IMPROVE INVESTIGATIVE PROCESS THROUGH COLLABORATION, ANALYTICS, & TECHNOLOGY

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.2.1	Decrease time to analyze evidence through collaboration with the Department of Forensic Sciences.	I	CID/NAMACC
1.2.2	Detect and disrupt criminal networks and repetitive crimes (i2 Analyst Notebook).	I	Investigations Bureau Team
1.2.3	Create and implement NADTF community engagement program.	I	NADTF
1.2.4	Increase clearance rates of all reported crimes by 2% each year.	I	CID
1.2.5	Employ RMS and associated tools to gather vital intelligence/information regarding emerging crime trends or patterns to allow for strategic (predictive) police responses (Real time crime data).	I	Investigations Bureau Team

### GOAL 1.3 SUSTAIN "SUCCESSFUL" CRASH REDUCTION PROGRAM

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.3.2	Produce, analyze, and provide regular updates on the hot spot crash data to commanders to aid in adjustment or deployment of resources throughout the year.	I/O	Investigations Bureau Team

<b>GOAL 1.4 EXPAND COMMUNITY BASED POLICING STRATEGIES</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>1.4.1</b>	Use public forums, social media, the Public Information Officer, and media spots to inform citizens on how to use identification techniques for their property and Report-It software and to announce alerts and crime prevention tips to the public.	I	CID/PIO/CRO
<b>1.4.6</b>	Provide an appropriate level of crime statistics to community groups and civic organizations through on-line and social media outlets.	I	CID/CRO/PIO
<b>GOAL 2.6 FULLY RESOURCE NEW BUREAUS</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>2.6.1</b>	Add nine personnel to CID during next three years (4 - MCU, 2 -VCU, 2 -SVU, 1 -Financial Crimes).	I	CID
<b>2.6.2</b>	Complete staffing of Anti-Crime Team.	I	ACT
<b>2.6.3</b>	Complete staffing of NADTF.	I	NADTF
<b>2.6.4</b>	Add three staff members per year to NAMACC (FY22 - 1 Civilian Analyst, 1 Sworn Analyst, 1 Guardian Network Monitor. FY23 - 1 Guardian Network Lead, 1 Chief Intelligence Investigator, 1 Guardian Network Monitor.	I	NAMACC
<b>2.6.5</b>	Grow and sustain UAS Team to 20 qualified and current pilots.	I	NAMACC
<b>2.6.6</b>	Effectively analyze crime data to reduce crime through immediate intervention and intelligence-driven prevention.	I	Investigations Bureau Team
<b>2.6.7</b>	Study the feasibility of an Operational Crime Lab with DNA, ballistic and drug testing capabilities.	I	CID CAPTAIN
<b>2.6.8</b>	Purchase and train with the PHARO laser/camera measurement device and the UAV 4-D program.	I	CID CAPTAIN
<b>GOAL 2.7 BUILD NEW / MODERNIZED CRIME SCENE INVESTIGATIONS FACILITY</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>2.7.1</b>	Develop preliminary plan and secure funding.	I	PM/CSI/GS
<b>2.7.2</b>	Research Like Facilities / Design Facility (FY22).	I	PM/CSI/GS
<b>2.7.3</b>	Finalize Site / Build Facility (FY23).	I	GS/PM/CSI
<b>2.7.4</b>	Occupy Facility (FY24).	I	CSI

**GOAL 2.8 BUILD NEW STORAGE WAREHOUSE FOR EVIDENCE EXPANSION TO INCLUDE SECURE VEHICLE AREA**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
2.8.1	Develop preliminary plan and secure funding.	I	PM/CSI/GS
2.8.2	Design and build facility (FY23-24).	I	GS/PM/CSI

**GOAL 2.9 DEVELOP PRELIMINARY PLAN FOR JOINT CRIME CENTER (CID, NAMACC, PARTNERS)**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
2.9.1	Develop preliminary plan and secure funding.	I	PM/CSI/GS
2.9.2	Research Like Facilities / Design Facility (FY25).	I	PM/CSI/GS
2.9.3	Finalize Site / Build Facility (FY26).	I	GS/PM/CSI
2.9.4	Occupy Facility (FY27).	I	CSI

**GOAL 3.2 PROCURE AND SUSTAIN FLEET VEHICLES TO SUPPORT GROWING ORGANIZATION.**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
3.2.1	Work with Administration Bureau to develop and implement bureau-wide fleet replacement plan.	A/I	Investigations Bureau Team

**GOAL 4.5 DEVELOP AND IMPLEMENT BUREAU SPECIFIC TRAINING PLANS AS APPROPRIATE**

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
4.5.1	Complete CID Investigative Entry Training Program.	I	CID
4.5.2	Complete CID Specialized Unit Training Program.	I	CID
4.5.3	Develop / implement NADTF New Agent Training Curriculum / Training.	I	NADTF
4.5.4	Develop comprehensive initial and sustainment training programs for NAMACC positions.	I	NAMACC
4.5.5	Develop annual training (and recruiting) program for UAS pilots.	I	NAMACC



# PROFESSIONAL STANDARDS AND TRAINING DIVISION

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The Professional Standards and Training Division is under the command of Captain Jon Ware. Captain Ware has over 21 years of law enforcement experience. The division consists of all personnel within the department who are responsible for writing standards, investigating violations of standards and the training of the department.

The division is staffed by three separate offices. These offices are the Office of Accreditation, the Office of Internal Affairs and the Police Academy. These offices are open during daytime hours Monday through Friday excluding holidays and weekends.



The main purpose of the Professional Standards and Training Division is to provide direction, training and accountability to the Bureaus of the Huntsville Police Department and provide services to the community.



# PROFESSIONAL STANDARDS AND TRAINING DIVISION GOALS AND OBJECTIVES

GOAL 1.4 EXPAND COMMUNITY BASED POLICING STRATEGIES			
	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.4.3	Expand the HPD Citizens Police Academy to educate a growing number of citizens on the department.	ST	Academy
1.4.16	Develop online classes where appropriate (CIT etc.).	ST	Academy
GOAL 1.5 EXPAND COMMUNITY RELATIONS OFFICER PROGRAM			
	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.5.9	Work with community partners and stakeholders to grow the Crisis Intervention Team to improve police response to people in crisis.	ST	CRO
GOAL 1.7 ENSURE COMMUNITY TRANSPARENCY THROUGH HUNTSVILLE POLICE CITIZENS ADVISORY COUNCIL (HPCAC)			
	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.7.1	Advise the police department on issues relevant to police and community relations including, but not limited to, all police services, training, recruiting, hiring, retention and promotional practices.	ST	Chief/IA/HPCAC
GOAL 1.8 EXPAND IMPACT OF CRISIS INTERVENTION TEAM (CIT)			
	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
1.8.1	Provide training to cadets on proper response to calls involving a subject with mental illness.	ST	Academy /CRO
1.8.3	Research opportunities for further training for CIT officers to ensure continuous quality and improvement of CIT.	ST	Academy
1.8.4	Continue to strengthen partnerships with Wellstone Behavioral Center, National Alliance for the Mentally Ill (NAMI), mental health providers, community stakeholders and court liaisons.	ST	CRO
1.8.5	Provide in-service training for all sworn officers on the proper response to calls involving a subject with mental illness.	ST	Academy/CRO
1.8.6	Continue to expand CIT program to field training officers and other sworn officers within the department and other agencies in our area.	ST	Academy

<b>GOAL 1.9 GROW RANGER PROGRAM</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>1.9.1</b>	Recruit and train individuals ages 16-20 who are interested in law enforcement or public service careers.	ST	Academy
<b>1.9.2</b>	Provide young adults the chance to work with officers and employees of the Huntsville Police Department.	ST	Academy
<b>1.9.3</b>	Improve relationships between HPD and community youth by maintaining at least twenty Rangers.	ST	Academy
<b>1.9.4</b>	Provide youth with an accurate view of the role of a police officer in our community.	ST	Academy
<b>GOAL 1.10 EXTEND SCHOOL RESOURCE OFFICER REACH</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>1.10.5</b>	Enhance the recruitment of the HPD Ranger and Echo Programs.	ST	SRO/CRO/Academy
<b>GOAL 1.11 MAINTAIN CALEA CERTIFICATION / STANDARDS</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>1.11.1</b>	Hire and train additional CALEA manager.	ST	Deputy Chief
<b>1.11.2</b>	Maintain the Written Directive Committee work on continuously reevaluating Written Directives.	ST	Deputy Chief
<b>GOAL 2.1 INCREASE RECRUITMENT THROUGH BEST PRACTICE RECRUITMENT STRATEGIES</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>2.1.2</b>	Enhance recruitment efforts to reach the most qualified applicants.	ST	Academy
<b>2.1.3</b>	Implement recruiting strategies for minority neighborhoods to include education, mentoring, and relationship-building activities.	ST	Academy
<b>2.1.4</b>	Train and maintain a fully staffed Recruitment Team including full-time and part-time officers.	ST	Academy
<b>2.1.5</b>	Ensure Recruitment Officers maintain contact with candidates during the hiring process.	ST	Academy
<b>2.1.6</b>	Schedule recruiter visits each semester to talk to interested students at local colleges, universities and military bases within a three-hour driving range.	ST	Academy
<b>2.1.7</b>	Maintain a current list of high schools, colleges, universities and other recruiting locations – including comprehensive demographic information on all persons contacted at each location to foster relationships, establish stable recruitment centers and monitor success.	ST	Academy

2.1.8	Update recruiting displays, handouts and booth materials.	ST	Academy
2.1.9	Promote lateral transfers by advertising on national police job posting sites such as PoliceOne.com and Policejobsinfo.com.	ST	Academy
2.1.10	Conduct an annual analysis of recruitment efforts to ensure the most-qualified candidates are recruited and that our department demographics mirror the community.	ST	Academy
2.1.11	Form and maintain relationships with the Career Development Offices at all state of Alabama universities .	ST	Academy
2.1.12	Participate yearly in the youth motivation task force program sponsored by Alabama A&M University (LT, CPT DC level responsibility).	ST	Academy
2.1.13	Use Rangers to promote the department through interactions with high school and college-age students.	ST	Academy
<b>GOAL 2.2 COMPLETE BUILD OUT OF TRAINING ACADEMY</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
2.2.1	Design and complete driving track.	ST	Academy
2.2.2	Design and complete physical training field.	ST	Academy
<b>GOAL 2.3 ENSURE MULTI-USE RANGE IS FULLY UTILIZED</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
2.3.1	Evaluate joint range use for other governmental agencies or private industries to reduce building costs.	ST	Administration
2.3.2	Grow partnership with the FBI to enhance firing range training and facility usage.	ST	Administration Academy
2.3.3	Complete design and long-term strategy for phase 3 of range build out.	ST	Administration Academy
2.3.4	Continue to monitor sound mitigation program at the firing range and engage the community in improving operation of the facility.	ST	Administration Academy
<b>GOAL 2.11 CONTINUOUSLY IMPROVE OVERALL EMPLOYEE WELLNESS</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
2.11.1	Sustain the department-wide physical fitness / nutrition initiative and reinforce participation through an incentive program.	ST	Academy
2.11.2	Expand peer-to-peer support program to include a mentoring program for one to three year officers to include critical incident response standard to assure that all officers maintain or return to a state of positive emotional health.	ST	Academy
2.11.3	Expand and enhance the capabilities of the current physical fitness center to provide a variety of physical training alternatives using updated equipment.	ST	Academy

<b>GOAL 3.1 PROVIDE EFFICIENT AND RESPONSIVE INFORMATION TECHNOLOGY SERVICES (ITS) FOR HPD</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>3.1.2</b>	Evaluate software to replace the current system (Adore FTO) software used for field training.	ST	Academy
<b>GOAL 3.5 SUSTAIN LETHAL AND NON-LETHAL WEAPONS MODERNIZATION PROGRAM</b>			
<b>GOAL 4.1 EXPAND COLLOBORATIVE TRAINING AND USE OF SPECIALIZED ADVISORS AND PRESENTERS</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>4.1.1</b>	Continue to use a variety of training providers to expand the subject matter.	ST	Academy
<b>4.1.2</b>	Add additional Training Advisors to accommodate the expanding role of the police academy for basic, academic, and continuing education (CEU's) training as well as firearms training at the new firing range.	ST	Academy
<b>4.1.3</b>	Identify nationally recognized training presenters to conduct seminars and/or training in Huntsville.	ST	Academy
<b>4.1.4</b>	Co-host training seminars with other agencies to share costs.	ST	Academy
<b>4.1.5</b>	Inform officers of upcoming out-of-town or offsite training opportunities.	ST	Academy
<b>4.1.7</b>	Fully assess training staff workload and adjust staffing levels as appropriate.	ST/XO	Academy
<b>GOAL 4.2 CONTINUOUSLY IMPROVE AND UPDATE EDUCATION AND STAFF DEVELOPMENT</b>			
	<b>OBJECTIVES</b>	<b>DC / Pillar</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>
<b>4.2.1</b>	Sustain training "clinics" with four-hour training blocks, so officers may attend while on duty. These training blocks are very diverse in type of instruction and will provide Continuing Education Units (CEUs) for those in attendance.	ST	Academy
<b>4.2.2</b>	Conduct two academy classes each year to meet the demands of a growing city and department.	ST	Academy
<b>4.2.3</b>	Sustain training during second and third shift hours.	ST	Academy
<b>4.2.4</b>	Survey personnel to determine current and future training needs.	ST	Academy
<b>4.2.5</b>	Complete and update all lesson plans for training.	ST	Academy
<b>4.2.6</b>	Identify training classes that can be delivered locally and coordinate with APOSTC and the Academy for CEUs and future training opportunities.	ST	Academy



4.2.7	Maintain a program to develop leadership skills for employees with three or more years of service.	ST	Academy
4.2.8	Offer specialized training for personnel that complements the officer's primary duties.	ST	Academy
4.2.9	Evaluate validity (purpose/content) of quarterly Training Division Newsletter.	ST	Academy
4.2.10	Maintain self-scheduling software to allow officers to see available courses and register using "cloud-based" software (coordinated with shift supervision). Cloud-based software will also allow outside agencies to register for courses as we grow.	ST	Academy
4.2.11	Analyze cost-based training for its worth to the employee's development and department needs.	ST	Academy
4.2.13	Implement supervisory training program for non-sworn civilian personnel.	ST	Academy

#### GOAL 4.3 INCREASE PROFESSIONAL DEVELOPMENT OPPORTUNITIES

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
4.3.6	Identify, evaluate and employ non-traditional training methods and development resources when appropriate.	ST	Academy
4.3.8	Continue to assign research topics to individuals with the intent to share the finished product with the department for a positive impact on operations.	ST	Academy
4.3.9	Consistently identify, evaluate and participate in leadership or executive training programs with state, federal and international law enforcement agencies and associations.	ST	Academy
4.3.10	Analyze the benefit of private sector management or business training for officers.	ST	Academy
4.3.11	Promote physical fitness and shift incentive pay for officers to enhance department retention efforts.	ST	Academy/Chief
4.3.12	Send newly promoted sergeants to Mayor's leadership course to ensure understanding of how the city operates.	ST	Academy/Chief
4.3.13	Develop and implement career development courses for investigators and supervisors.	ST	Academy/Chief
4.3.14	Secure additional funding for training initiatives.	ST	Academy/Chief

#### GOAL 4.4 CONTINUOUSLY ENHANCE WEAPONS PROFICIENCY

	OBJECTIVES	DC / Pillar	ASSIGNMENT OF RESPONSIBILITY
4.4.1	Expand firearms training to conduct more simunitions and virtual reality scenarios to compliment live-fire training on the range.	ST	Academy
4.4.2	Send more personnel to armorer courses throughout the year.	ST	Academy
4.4.3	Schedule enhanced training time and scenarios for use of the new pistol range for all HPD weapons.	ST	Academy



The Huntsville Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies, INC. (CALEA)

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